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ARMY REGULATION  
No. 600-61

HEADQUARTERS  
DEPARTMENT OF THE ARMY  
WASHINGTON, DC, 15 August 1969

PERSONNEL—GENERAL  
COMMAND PERSONNEL MANAGEMENT INSPECTIONS

Effective 1 January 1970

*This regulation establishes the responsibilities, scope, and procedures for conducting personnel management inspections. Local supplementation of this regulation is permitted. If supplements are issued, Army Staff agencies and major Army commands will furnish one copy of each to the Chief of Personnel Operations, ATTN: OPOPME.*

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Section I. GENERAL

**1. Purpose.** This regulation establishes the responsibilities, scope, and procedures for conducting command personnel management inspections (CPMI) of Active Army units. It does not prohibit or replace the formal or informal inspections of personnel operations conducted at the discretion of commanders at any echelon.

**2. Scope.** *a.* This regulation applies to all Active Army units Army-wide which have responsibility for any of the following actions:

(1) Maintenance of official military personnel files (DA Form 201).

(2) Submission or processing of morning reports (DA Form 1).

(3) Classification, assignment, and utilization of military personnel.

(4) Requisitioning or distribution of military personnel resources.

(5) Military personnel data reporting.

*b.* This regulation does not apply to ROTC or units of the Reserve components. This is not intended, however, to exclude those Active Army units/activities associated with either ROTC or Reserve units.

**3. Explanation of terms.** *a. Major deficiency.* An error, omission, or procedure which has a significant adverse impact on the identification, classification, management, or utilization of personnel

resources; causes an improper award or withdrawal of an individual's benefits; denies equitable opportunity and treatment of the individual; involves noncompliance or inaccurate compliance with directives and regulations resulting in a serious adverse impact on personnel readiness.

*b. Moderate deficiency.* An error which does not have the impact of a major deficiency but which must be corrected to increase the accuracy of information or improve the personnel procedure/action in question.

*c. Minor deficiency.* An error in manner of recording or reporting correct information. An example of a minor deficiency would be recording as a permanent entry something which is directed to be a temporary entry on the DA Form 20 (Enlisted Qualification Record).

*d. Acceptable standards.* Compliance with current Department of the Army directives. In cases in which general guidance only is provided, an operating procedure that produces the desired results will be considered acceptable.

*e. Deviations.* Noncompliance with directives resulting in a deficiency.

**4. Objective.** The objective of the CPMI is to obtain for the commander an evaluation of the effectiveness of military personnel management and the identification of problems within his command.

**5. Responsibilities.** *a.* Commanders of major Army field commands (defined in AR 10-5), CONUS armies, Military District of Washington, U.S. Army, U.S. Army Vietnam, 7th U.S. Army, and 8th U.S. Army are responsible for—

(1) Establishing permanent CPMI teams of adequate composition to assure accomplishment of required CPMI.

(2) Assuring that units of their command receive CPMI in accordance with this regulation.

(3) Assigning personnel to the CPMI team on a permanent, primary duty basis.

*b.* Chiefs of DA agencies are responsible for assuring that units under their command or operational control receive CPMI in accordance with this regulation.

*c.* Commanders specified above and heads of DA agencies may request assistance from each other in accomplishing CPMI based on geographical considerations and economy of operation.

*d.* Authority to delegate the accomplishment of CPMI below levels specified in *a* above rests with Department of the Army. Requests will be submitted to Chief of Personnel Operations, ATTN: OPOPME, Department of the Army, Washington, DC 20310.

## Section II. INSPECTION POLICIES

**6. Scheduling.** *a.* Major emphasis will be directed toward the lowest level of command maintaining official military personnel files (DA Forms 201).

*b.* Units maintaining personnel files will receive a CPMI at least annually. Commanders having responsibility for conducting CPMI are authorized to make the following exceptions:

(1) Exempt or defer CPMI of widely dispersed or isolated activities when other inspections accomplish the objectives of CPMI as outlined in this regulation. This authority will be exercised only in exceptional cases and when clearly warranted.

(2) Waive all or any part of the CPMI whenever the inspection would curtail the fulfillment of a unit's combat or combat support role under emergency or hostile conditions.

**7. Announcement of inspections.** The purpose of the CPMI is to provide a realistic evaluation of

personnel management under normal operating conditions. Advance notification of inspection date will be held to the minimum practicable. Twenty-four hours is considered sufficient for most units. Additional time may be required to assure presence of appropriate personnel, to minimize disruption of operations, and, when applicable, to verify security clearance of inspectors. Reasonable care should be exercised to avoid interference with important operational and training requirements.

**8. Composition of inspection teams.** *a.* The composition of the teams will be determined by the geographical area to be covered and number and size of units to be inspected. The team should consist of a team chief of field grade rank and sufficient team members (officer, enlisted, or civilian personnel) qualified in personnel procedures through either formal schooling or field experience of at least 2 years.

b. Inspection teams will be established as permanent teams, staffed by personnel whose primary duty is the accomplishment of CPMI team activities. These functions will not be accomplished by personnel detailed to the teams as an additional duty. When conditions warrant, additional personnel may be attached to the permanent team(s) on a TDY basis for specific periods of time.

c. Security clearance. Team members will, as a

minimum, be cleared in accordance with AR 604-5 for access to information classified SECRET. The team chief will be cleared for access to information classified TOP SECRET.

9. Instructions. Commanders conducting CPMI will publish directives establishing actions to be taken by units in preparing for an inspection once notification has been received.

### Section III. UNIT PREPARATION FOR INSPECTION

10. Preparation actions. a. Upon notification of a forthcoming CPMI, all personnel records will be returned to the custodian and remain in place until the inspection has been terminated.

b. The following exceptions to a above apply:

(1) Personnel records of personnel undergoing outprocessing for any reason.

(2) Records being held by medical facilities.

(3) Records which accompanied personnel on TDY.

c. Personnel involved in the administration of personnel functions will be made available to the

CPMI team during the inspection to the maximum extent possible.

d. Personnel in sufficient numbers to meet the sample size required in paragraph 14 for personal interviews will be made available. Substitution by name of selected interviewees will be at the discretion of the CPMI team. Personnel in a trainee, patient, or student status will be excluded from personal interviews. When sufficient officer personnel cannot be made available for personal interview based on operational requirements, the CPMI Team Chief may direct a desk audit of the sampled records in lieu thereof.

### Section IV. CONDUCT OF INSPECTIONS

11. General. CPMI will be accomplished by reviewing the operating procedures and files of military personnel offices, staff sections having personnel management responsibilities, and TOE/TD units and interviewing randomly selected officer and enlisted personnel of the inspected organization.

12. Scope of inspections. a. The following major categories of personnel operations will be inspected and rated:

(1) Classification, utilization, and assignment of personnel.

(2) Records maintenance and accuracy.

(3) Personnel accounting and data reporting.

(4) Enlisted evaluation and proficiency pay.

(5) Promotion system.

(6) Personnel actions.

(7) Personnel readiness files.

b. At the discretion of the chief of the CPMI team, visits to TOE/TD unit orderly rooms may be canceled if sufficient information is available at the personnel office to adequately rate all categories of personnel operations listed above.

13. Records and personnel selection. a. The selection of personnel to be surveyed, along with their records, will be made by the senior member of the CPMI team present, without influence from the inspected unit.

b. The random selection technique used must give every record an equal opportunity for selection in order to insure a reliable sampling.

c. In order to appraise adequately a given phase of the operation, it may become necessary to select specific records apart from, and in addition to, the sample size set forth in paragraph 14. The necessity to select additional records will be at the discretion of the senior member of the CPMI team present.

14. Sample size. a. The number of personnel with their records to be surveyed will be determined separately for officers (including warrant officers) and enlisted personnel. The two separate samples will be based on the combined present operating strength (column f of the latest morning report(s)) for all units serviced by the inspected personnel office.

b. The following sample size will be used:

| <i>Number of personnel</i><br>(Col. f, DA Form 1) | <i>Basic sample</i>            |
|---|--------------------------------|
| 150 or less.....                                  | 20 percent of total personnel. |
| 151-300 .....                                     | 45 individuals.                |
| 301-500 .....                                     | 60 individuals.                |
| 501-2,000 .....                                   | 75 individuals.                |
| 2,001-5,000 .....                                 | 90 individuals.                |
| 5,001 and over.....                               | 100 individuals.               |

c. The sample sizes listed in b above will give a statistically acceptable indication of the status of reviewed operations.

d. The following samples will be used when reviewing the inspected areas listed below. Included are the factors to be used when computing the deficiency points. Where not specifically mentioned, the sample from b above will be used for computation of deficiency points.

(1) *Requisitions*. Review all requisitions submitted during the previous 4 months. Use total requisitions reviewed in lieu of total records checked to compute deficiency points.

(2) *Surplus reporting*. Review the surplus reports submitted for the preceding 3 months. Use total surplus reports reviewed to compute deficiency points.

(3) *Levy actions*. Review the most current levy for actions taken. Select one or more previous levies containing 10 or more names (if available) on which completed action should have occurred (availability month same as or immediately preceding inspection month). Review later levies for all actions taken. Use total number of levies reviewed to compute deficiency points.

(4) *Advanced Oversea-Returnee Report (AOR)*. In overseas commands review all AOR reports submitted during the previous 4 months. Use total AOR reports reviewed in lieu of total records checked to compute deficiency points.

(5) *DA Form 1*. Review all morning reports submitted for the previous 60 days. Use number of morning reports reviewed to compute deficiency points.

(6) *DA Form 1-1*. Review all DA Forms 1-1 submitted for the previous 90 days. Use number of DA Forms 1-1 reviewed to compute deficiency points.

(7) *AG-58 rosters*. Review all the most recent monthly AG-58 rosters which have been veri-

fied and returned by the unit personnel officer. Use the number of rosters reviewed to compute deficiency points.

(8) *Casualty reporting*. Number of reports reviewed will be at the discretion of the team chief. This area may be exempted if the volume or frequency of reports submitted would not be conducive to an adequate review of procedures involved. If rating is accomplished, the number of reports reviewed will be used to compute deficiency points.

(9) *Enlisted evaluation*. Review the MOS Evaluation Test Rosters (DA Forms 2165) submitted for the previous test month (February, May, August, November). Use number of cases followed-up plus number of enlisted personnel eligible for testing from sample to compute deficiency points.

(10) *Proficiency pay*. Use the total number of cases from the sample of individuals who have had or should have had a proficiency pay action at the current duty station for computation of deficiency points.

(11) *Officer promotions*. Review all promotions to captain, first lieutenant and warrant officer CW-2—

(a) Made during the 30-day period preceding the inspection.

(b) Whose promotion eligibility date to a grade shown above is during the 30-day period subsequent to the start of the inspection.

(c) Whose promotion eligibility date to a grade shown above is subsequent to an established EDCSA. Review all cases of officers in this category for whom PCS instructions have been received.

(12) *Promotion boards*. Review actions of the four most recently conducted promotion board sessions. Use number of promotions board sessions which were reviewed to compute deficiency points.

(13) *Enlisted reductions*. Review all cases of enlisted reductions during the previous 30-day period to compute deficiency points.

(14) *Flagging actions*.

(a) *Unit personnel sections*. Review 50 percent of total currently flagged records. Use number of cases reviewed to compute deficiency points.

(b) *Special processing detachments*. Review 10 percent of the total currently flagged rec-

ords. Use number of cases reviewed to compute deficiency points.

(15) *Suspense actions*. As a minimum, review the Personnel Suspense Card (DA Form 2431) or the Personnel Suspense Roster (DA Form 2474) listing for all individuals contained

in the sample. Use total number of individuals checked for suspense actions to compute deficiency points.

(16) *Readiness files*. Same as sample size in *b* above. Use number of files checked to compute deficiency points.

## Section V. RECORDING, SCORING, AND REPORTING

**15. Recording inspection results.** *a.* Deficiencies found during the inspection will be recorded in accordance with DA Pam 600-7.

*b.* All deficiencies will be recorded on DA Form 3532-R (Command Personnel Management Inspection Worksheet) regardless of responsibility for correction. Deficiencies beyond the capability of the unit to correct will not be scored against the unit if the unit has initiated appropriate action to bring the problem to the attention of the next higher echelon of command.

**16. Scoring.** *a.* Major deficiencies will be scored as 10 points.

*b.* Moderate deficiencies will be scored as 6 points.

*c.* Minor deficiencies will be scored as 1 point.

*d.* Deficiencies beyond the capability of the unit to detect or correct as outlined in paragraph 15 will be scored as zero.

*e.* All deficiencies noted during the inspection will be recorded on DA Form 3532-R and scored on DA Form 3533-R (Command Personnel Inspection Score Sheet) regardless of on-the-spot corrections made. These forms are illustrated in DA Pam 600-7 and will be reproduced locally.

*f.* Deficiencies detected during the inspection will be eliminated when the unit can show that corrective action was initiated prior to the date of the inspection.

*g.* Deficiencies given a point value of zero under *d* above will be scored separately using point values assigned in *a*, *b*, and *c* above, and a single total will be shown in the narrative portion of the report. These points will not be recorded against the unit. They are intended only to provide a quali-

tative basis for analyzing the degree of support required from outside agencies to achieve desired standards of personnel management.

**17. Reports.** The CPMT team will prepare a narrative report which summarizes the results of the inspection and which cites all areas requiring improvement. In all cases where the ability to resolve a problem is beyond the capability of the organization being inspected, the headquarters required to initiate corrective action will be identified. Narrative reports will contain a numerical rating of the overall effectiveness of personnel management of the inspected organization which will be translated into an adjectival rating of excellent, satisfactory, or unsatisfactory. DA Pamphlet 600-7 provides guidance for numerical and adjectival ratings.

**18. Critique.** The CPMT team will conduct a critique of the inspection prior to departure from the inspected unit. Personnel present for the critique should include the commander of the inspected unit with his key personnel. In addition, the commander, or his representative, from the next higher headquarters should be present when practicable. During the critique, the team chief and designated team members will explain the results of the areas inspected, the weaknesses noted, and suggested corrective action. Indicated weaknesses will be factually supported. Vagueness and generalities will be avoided. The overall unit rating will be announced by the team chief at the conclusion of the briefing. Personnel of the inspected unit should be encouraged to ask questions during the critique to clarify any points not understood.

## Section VI. CORRECTIVE ACTION

**19. Immediate action.** Upon completion of the inspection, the commander of the inspected unit will take immediate action to correct all deficiencies

discovered during the inspection which are within his capability to correct.

**20. Unsatisfactory rating.** Units receiving an un-

satisfactory rating will receive special consideration and attention by the headquarters directing the CPMI and all intervening subordinate headquarters with respect to immediate correction of the unsatisfactory conditions. This consideration will include an appraisal of the unit to determine if lack of command interest or negligence were factors contributing to the unsatisfactory condition. Units rated as unsatisfactory will receive a reinspection within 60 days by the CPMI team conducting the initial inspection and will continue to be reinspected until the unsatisfactory conditions which are within the capability of the unit to correct have been resolved. Necessary action to resolve unsatisfactory conditions beyond the capability of the unit concerned will be a matter of review every 60 days by each succeeding level of command until corrective action has been completed.

**21. Distribution of reports.** The report of the inspection, with copies of associated inspection sheets, will be distributed as follows:

*a.* A draft copy of the inspection results and worksheets will be given to the commander of the inspected unit prior to departure of the team. This information will be used by the commander to take immediate corrective action.

*b.* After command and staff evaluation, the headquarters responsible for the CPMI will forward the final report, with appropriate comments and instructions, through command channels to the unit inspected. The reports for unsatisfactory

units will not be handled as a routine matter, but will indicate command interest and emphasis. The letter forwarding a CPMI report to the inspected unit should be signed by the Chief of Staff of the command responsible for conducting the CPMI. All reports indicating an unsatisfactory rating will be signed by the Chief of Staff or higher authority.

*c.* The headquarters responsible for performing the CPMI will process the inspection reports as appropriate to assure that deficient areas beyond the control of the inspected units are corrected.

*d.* Where a CPMI is being performed by a major command for the chief of a headquarters, Department of the Army agency, the report will be forwarded to the head of the Department of the Army agency concerned for compliance with *b* and *c* above.

*e.* Where a CPMI is being performed by a major command for another command as permitted under paragraph 5c, the report will be forwarded to the major command having operational control over the inspected unit for compliance with *b*, *c*, and *d* above.

*f.* Copies of subsequent reinspections will be distributed in accordance with *a* through *e* above.

*g.* CPMI reports will be furnished the DA Military Personnel Management Teams during visits to activities to facilitate the identification of problem areas and allow for the concentration of efforts of the DA Military Personnel Management Teams to help resolve these problems.



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AR 600-61

The proponent agency of this regulation is the Office of Personnel Operations. Users are invited to send comments and suggested improvements to Chief of Personnel Operations, ATTN: OPOPME, Department of the Army, Washington, DC 20315.

By Order of the Secretary of the Army:

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